



# STRATEGIC PLAN

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Wright SWCD  
2022 - 2027



## The Strategic Plan

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The Strategic Plan of the Wright Soil and Water Conservation District (the District) comes at a time of great change. Urbanization and a changing climate are increasing pressures on natural resources that impact water quality. To stay relevant, we must adapt our programs and services to meet these changing needs. We must also use our personnel in the most effective manner to fulfill the mission of the District.





## DEVELOPMENT OF THE STRATEGIC PLAN

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The development of the Strategic Plan was an undertaking that was long overdue, over which time the county has seen drastic changes. Through the use of an outside consultant, we gathered information and insight to evaluate the current Wright SWCD and developed a plan to propel the District into the future with a clear direction and strategy for success.

- **Interviews**

Everyone in the organization was interviewed from the Supervisors on the Board down to the part time office assistant. A standardized list of questions was used to open discussion and dialogue to gather insight into the organization, how everyone's role contributes to the outcome.

- **Observation**

Time was spent at the Wright SWCD office observing staff in their working environment. The use of space, the flow of information and the general atmosphere of the office.

- **Strategic Planning Retreat**

Four out of five Supervisors and all staff were present at this retreat. Through a variety of group activities, they created SWOT Analysis', marketing and outreach plans, updated mission statements, individual self-assessments, updated office layout, and an idealistic District. The input of staff from this retreat was instrumental in development of this strategic plan.



## MISSION

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The Wright Soil and Water Conservation District shall provide local leadership in the conservation and wise use of soil, water and related resources through a balanced program that protects, restores and improves those resources by utilizing education, regulation and incentive programs.

## VISION

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The Wright Soil and Water Conservation District Board envisions a changing Wright County. The District will be sensitive to the environment, citizen concerns and will foster a spirit of cooperation among all agencies and entities charged with the management of our precious natural resources.





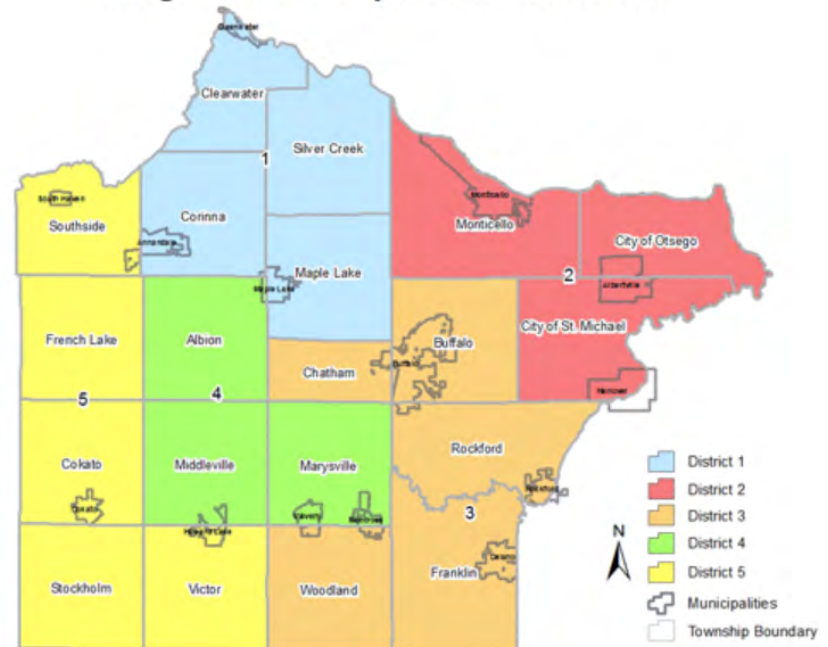
# ABOUT THE DISTRICT

## About the District

Wright SWCD provides conservation leadership to all of Wright County. The Wright SWCD's Board is comprised of five Supervisors who are elected by nomination districts on the county wide general election. Supervisors serve a four year term, staggered every two years.

When the Wright SWCD was established in 1947, the population of Wright County was approximately 28,000. As of the 2020 Census, the Wright County population is 141,377.

Wright SWCD Supervisor's Districts





## 2022 - 2027 GOALS

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In the next five years, Wright Soil & Water Conservation District will direct efforts in three key areas. Each goal area will be improved while keeping the mission and vision of the District at the forefront in every decision.

- **Enhance Our Capacity**

We will increase our ability to serve our District by aligning the knowledge and strengths of the board and staff to best utilize current and future funding resources that meet the mission and vision of the District.

- **Target Beneficial Funding**

We will address natural resource issues most greatly affecting the District and explore additional funding sources while continuing to build and sustain partnerships that promote conservation efforts.

- **Increase Awareness of the Wright SWCD**

With a new marketing and outreach campaign, we will more effectively inform Wright County residents of the services available to them through the District.





## Goal 1: Enhance Our Capacity

Our top priority is to attract and retain knowledgeable and dedicated staff and supervisors. We must create an organizational structure and work space that strengthens our ability to achieve our goals.



- The organizational structure should separate positions and duties into an operational division and a technical division.
- Exploit the strengths of the SWCD personnel that align with the mission to maximize project output and best serve the District.
- Develop annual work plans that coincide with review of strategic plan.
- Hire an Operations Specialist to streamline finance, human resources and grant reporting. Experience in budgeting and grant management is a plus.
- Document procedures and processes to assist in staff training and reduce down time in the case of staffing changes.



## Goal 2: Target Beneficial Funding

Funding is most useful when it falls in the area of greatest need for our District and we have the capacity and capabilities to maximize funding in the time allowed.



- Identify programs and funding sources that most closely align with the Mission, needs of the District, and strengths of the SWCD personnel. Pursue additional funding in these programs.
- Consider hiring subcontractors to fulfill the tasks of the smaller programs and funding sources that do not align with the above.
- Avoid funding sources that lead to program creep or over-extension of staff.







## Goal 3: Increase Awareness of the Wright SWCD

We understand that marketing is a field of its own with unique expertise and extensive research on how to best reach different demographics. We will rely on a marketing firm to reach the participants in the community in need of our programs.

- We will create an outreach and marketing advisory committee to oversee the initial selection and oversight of a marketing company.
- We will drive outreach and marketing efforts based on funding sources and greatest needs of the district.
- We will work within a set budget and use a variety of marketing tools and media outlets to reach our target audiences.
- Effectiveness of the outreach campaign will be periodically evaluated.



# WRIGHT SWCD

## SWOT ANALYSIS

### STRENGTHS

COVER CROPS  
NON-STRUCTURAL PRACTICES  
CONSERVATION PLANNING  
ENGINEERING  
STRUCTURAL PRACTICES  
OUTGOING STAFF  
INTERNAL COMMUNICATION  
MUTUAL CONFIDENCE  
COOPERATIVE STAFF  
KNOWLEDGE  
EXPERIENCE  
EQUIPMENT  
PASSION  
COUNTY SUPPORT  
BOARD SUPPORT  
PARTNERSHIPS  
FUNDING  
PROGRAMS  
RETENTION OF STAFF

### WEAKNESSES

GRANT TRACKING PROCESS  
OUTREACH/MARKETING  
SHARED OFFICE WITH NRCS  
PAYROLL  
ACCOUNTING  
HUMAN RESOURCES  
STATE/FED COMMUNICATION  
PROJECT FOLLOW THROUGH  
SHARING ENGINEERING  
EQIP  
STAFF ARE OVERWORKED  
STRATEGY AND PLANNING  
PROJECT TURN AROUND TIME  
TOO MANY PROGRAMS  
SELF-PROMOTION  
CROSS-TRAINING  
HESITATION TO GROW

### OPPORTUNITIES

SHARED SERVICES WITH  
ANOTHER SWCD/COUNTY  
PARTNERSHIPS WITH  
NON-GOVERNMENT  
ORGANIZATIONS  
URBAN CONSERVATION  
FORESTRY  
HABITAT  
STAFF GROWTH  
EDUCATION AND OUTREACH

### THREATS

POPULATION GROWTH  
PHYSICAL PLANT  
STATUS QUO  
NEW COMMISSIONER  
STAFF TURNOVER  
TOO MANY PROJECTS  
UNSTABLE FUNDING  
PARTNERS  
OFFICE SPACE

Comments provided by Board and staff at retreat



# Goal Planner

## Goal 1

### Enhance Our Capacity

We will Increase our ability to serve our District by aligning the knowledge and strengths of the board and staff to best utilize current and future funding resources that meet the mission and vision of the District.

### Action plans

- Create and hire Operations Specialist position
- Update Mission
- Update Organizational Chart
- Document processes and procedures
- Develop Annual Work Plans

## Goal 2

### Target Beneficial Funding

We will address natural resource issues most greatly affecting the District and explore additional funding sources while continuing to build and sustain partnerships that promote conservation efforts.

### Action plans

- Operations Specialist to prepare analysis of funding sources and uses and suitability to SWCD's mission
- Board and District Manager to use analysis to eliminate or outsource programs that don't meet criteria and target additional funding sources
- Consider additional staffing needs based on funding and needs of the District

## Goal 3

### Increase Awareness of the Wright SWCD

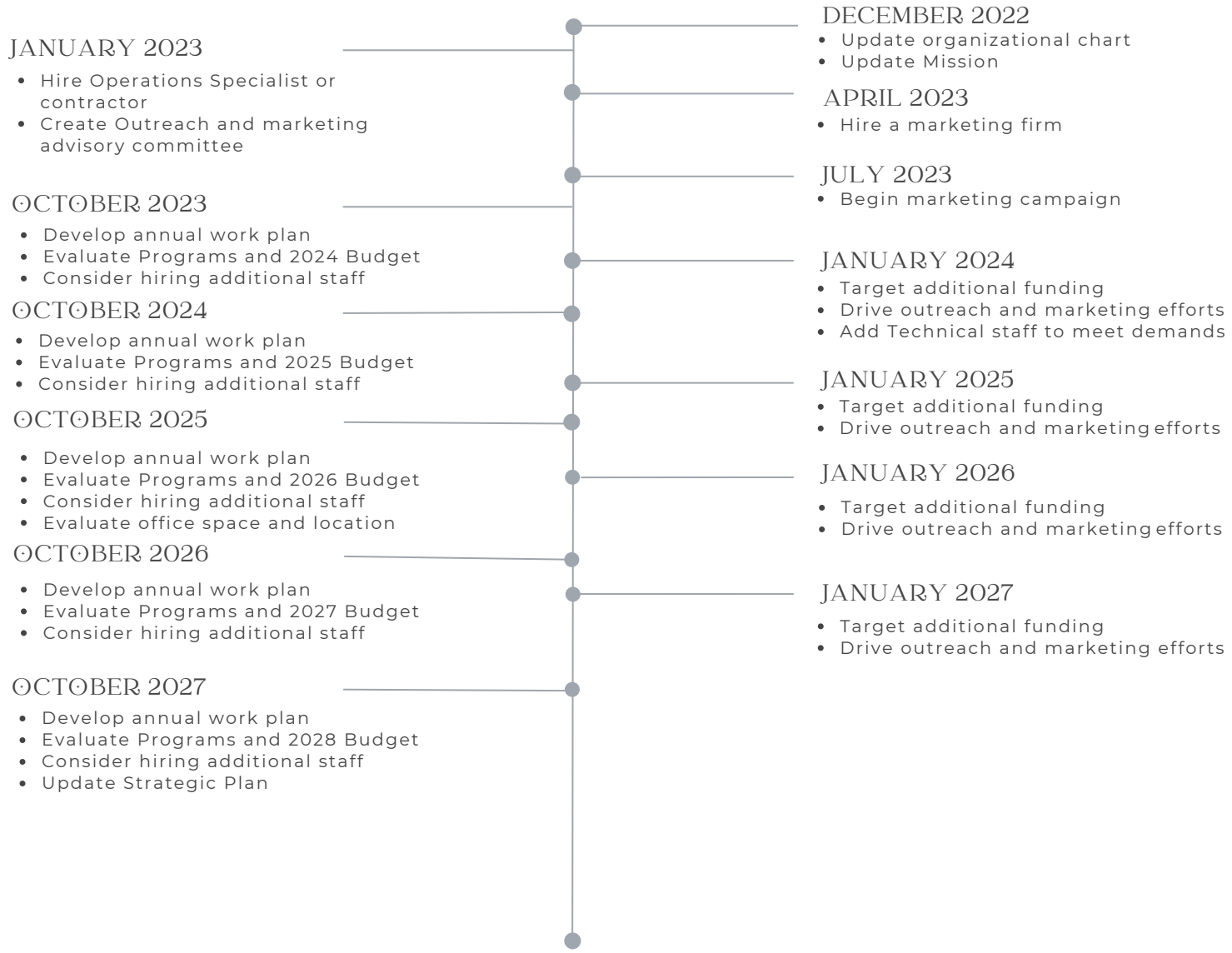
With a new marketing and outreach campaign, we will more effectively inform residents of the services available to them through the District.

### Action plans

- Create an outreach and marketing advisory committee
- Hire a marketing firm
- Drive outreach and marketing efforts based on funding sources and greatest needs
- Set budget and use a variety of marketing tools and media outlets to reach our target audiences
- Evaluate effectiveness of outreach campaign

# STRATEGIC PLAN

# TIMELINE





# *Our mission*

***Current Mission:***

*The Wright Soil and Water Conservation District shall provide local leadership in the conservation and wise use of soil, water and related resources through a balanced program that protects, restores and improves those resources by utilizing education, regulation and incentive programs.*

***Updated Mission Option 1:***

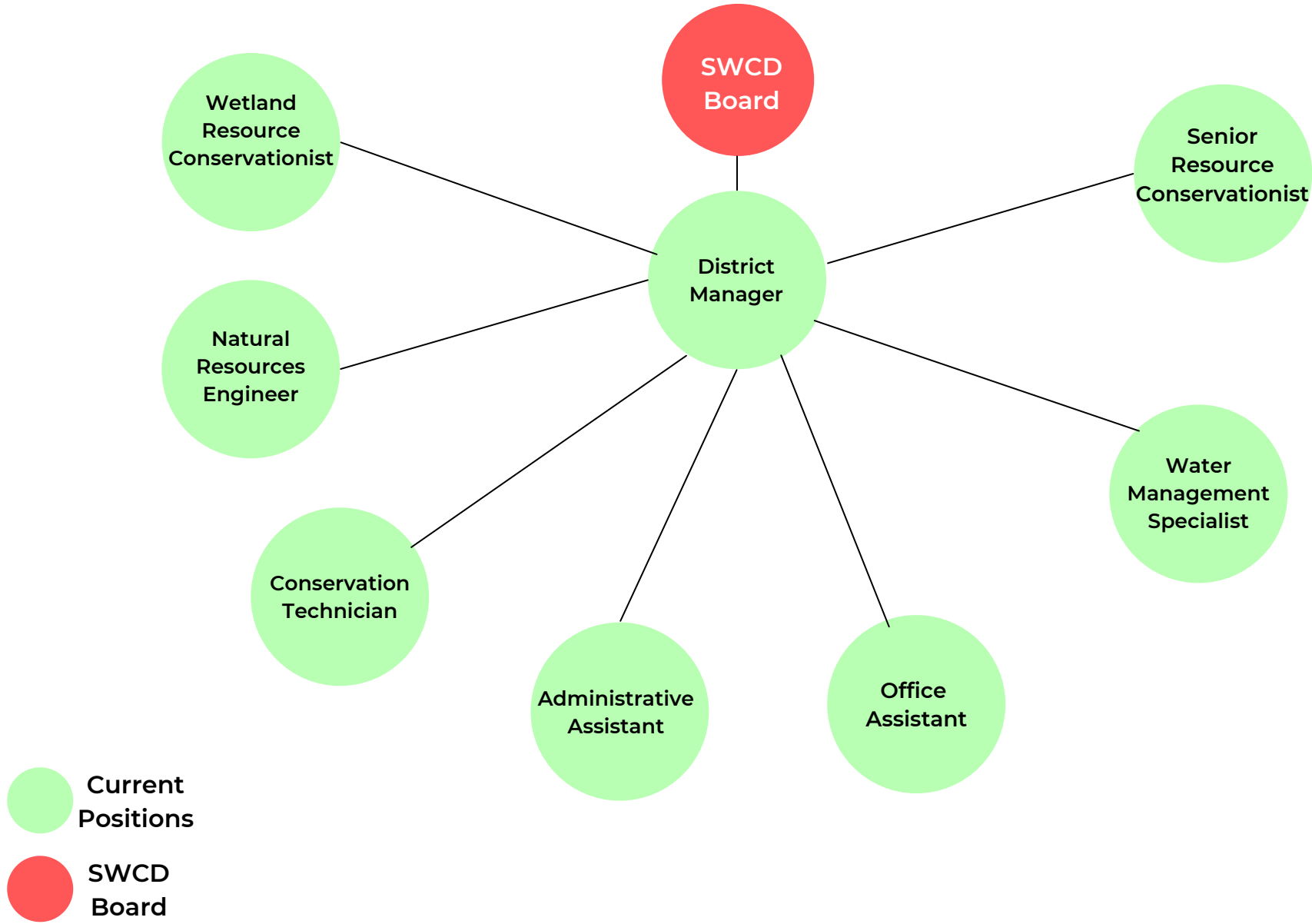
*To be the trusted leader in natural resource conservation in Wright County.*

***Updated Mission Option 2:***

*To provide leadership, education, restoration and protection for balanced conservation programs in Wright County.*



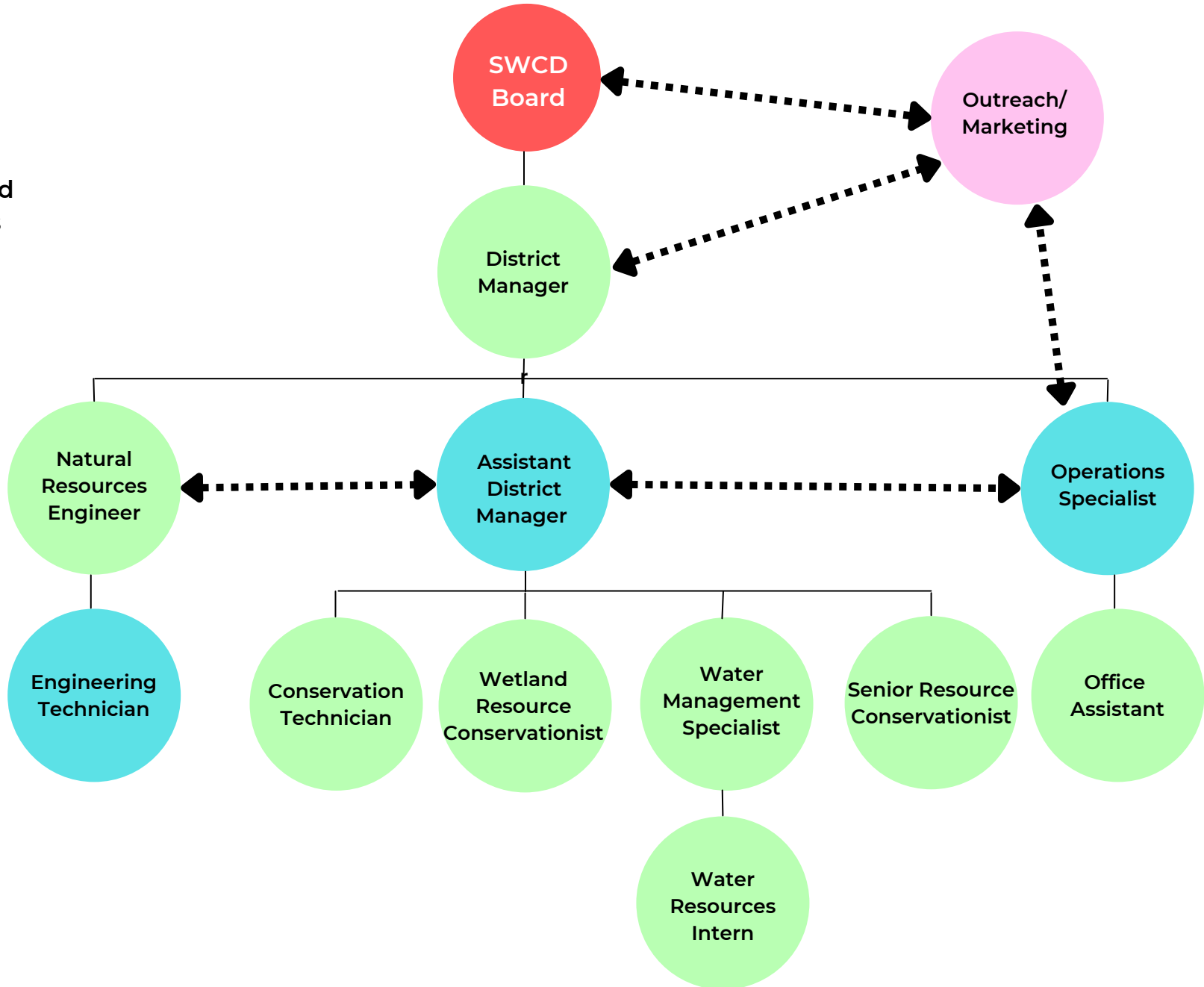
# Current Wright SWCD Organizational Structure





# Recommended Wright SWCD Organizational Structure

- Proposed Positions
- Current Positions
- Contracted Positions
- SWCD Board



# DESIGN CONCEPTS CHECKLIST

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01	DOES THE OFFICE SPACE NEED TO BE UPDATED FOR BETTER WORK FLOW AND PRODCUTIVITY?	YES <input checked="" type="checkbox"/>	NO <input type="checkbox"/>
02	SHOULD THE SWCD CONSIDER "TOUCHDOWN" STATIONS FOR REMOTE WORKING SITUATIONS?	YES <input checked="" type="checkbox"/>	NO <input type="checkbox"/>
03	SHOULD THERE BE A CENTRAL GATHERING SPACE FOR BRAINSTORMING AND TEAMWORK?	YES <input checked="" type="checkbox"/>	NO <input type="checkbox"/>
04	DOES THE SWCD HAVE A NEED FOR PRIVATE OFFICES FOR PRIAVTE LANDOWNER CONVERSATIONS?	YES <input checked="" type="checkbox"/>	NO <input type="checkbox"/>
05	SHOULD HAVE A TV LOCATED IN CUSTOMER WAITING AREA?	YES <input checked="" type="checkbox"/>	NO <input type="checkbox"/>
06	SHOULD SWCD EXPLORE BUILDING OPTIONS AND RELOCATION?	YES <input checked="" type="checkbox"/>	NO <input type="checkbox"/>
07	CAN THE SWCD CONSIDER PAPERLESS TRANSITION TO LIMIT FILE CABINETS?	YES <input checked="" type="checkbox"/>	NO <input type="checkbox"/>
08	SHOULD THE SWCD CONSIDER SMALL DESIGN OFFICE DESKS WITH HEIGHT-ADJUSTABLE DESKS?	YES <input checked="" type="checkbox"/>	NO <input type="checkbox"/>

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NRCS  
Space

104  
OFFICE B  
NRCS  
Office

Closed  
Offices

102  
NRCS/SWCD  
OFFICE  
Central  
Cubicles

103  
OFFICE A  
SWCD  
Office  
Main  
Reception

Customer  
Waiting

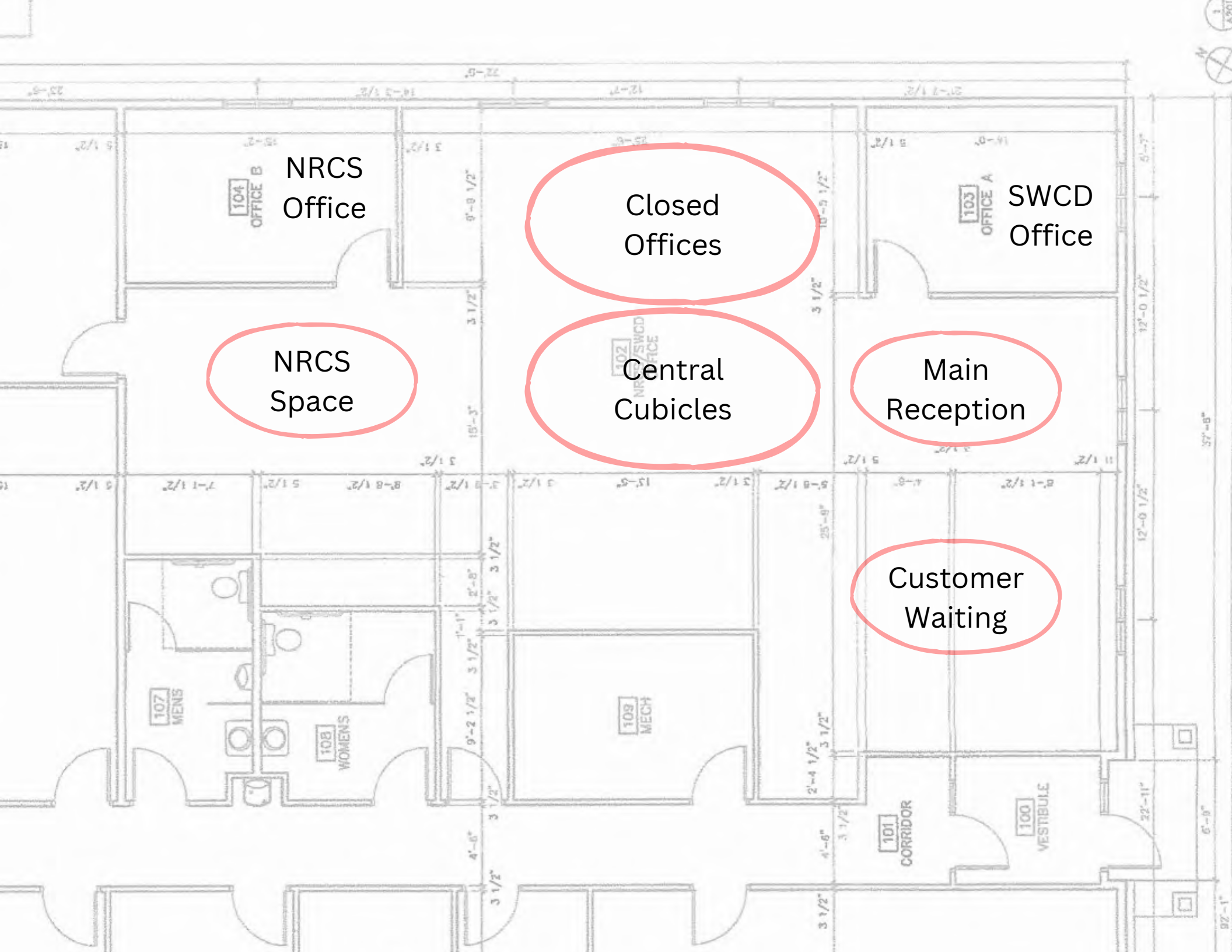
107  
MENS

108  
WOMENS

109  
MECH

101  
CORRIDOR

100  
VESTIBULE





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# Kanati's Recommended Action Plan

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- Update Mission and Organizational Chart
- Hire an Operations Specialist immediately
- Create Outreach and Marketing Advisory Committee and hire marketing firm
- Develop Annual Work Plans for staff
- Evaluate Programs and Budgets Annually
- Add Technical Staff to meet demands
- Evaluate office space and location
- Update Strategic Plan in 5 years







## Connect with us

[www.wrightswcd.org](http://www.wrightswcd.org)  
311 Brighton Ave S, Ste C  
Buffalo, MN  
763-682-1970



**Kanati**  
LAND MANAGEMENT